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1955

MEMORANDUM FOR: Deputy Director/Intelligence

SUBJECT : Organizational Changes in the Office of Scientific Intelligence

1. The Inspector General (IG) Report on the Office of Scientific Intelligence (OSI), submitted in December 1954, recommended that consideration be given to an ultimate reorganization aimed at (1) reducing the span of control, (2) better defining areas of responsibility, and (3) providing a mechanism to produce coordinated Office intelligence. We concurred in general with the recommendations of the IG and indicated that at such time as the Office research and production program was sufficiently advanced, we would submit recommended organizational changes indicated by and consistent with the program. Attached for your information is a report of progress on the development of the intelligence research and production program and an analysis of the organizational pattern suggested thereby (TAB A). In view of the progress of the program and in order to provide a more efficient mechanism for its implementation, we are submitting herewith for your review and approval proposed changes in the organization of OSI. A schematic presentation of the new organization is set forth at TAB B; the present organization is similarly set forth at TAB C.

2. The new organization proposes the following major changes in the existing structure of the Office:

a. The establishment of a Fundamental Sciences Division (FSD) responsible for intelligence on the status of foreign science. This will be a large Division consisting of a number of branches covering each of the major fields of science, such as: physics, chemistry, biology, metallurgy, mathematics, etc. In addition, there will be branches charged with intelligence on the status of foreign scientific resources including manpower, education, institutes and personalities. This Division will perform research and produce intelligence on the status of foreign science in accordance with the primary responsibilities assigned to the

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Agency by DCID 3/4. In addition, it will provide the indispensable scientific basis for estimates on the future weapons and technical capabilities of foreign nations. This Division will include at the outset approximately 85% of the professional analysts in the Office organized under a T/O and grade structure of sufficient flexibility to meet the requirements of changing priorities and shifting intelligence problems. The present Chemistry, Biology, Scientific Resources and Scientific Analysis Divisions minus their applied sciences components, and the basic scientific components of the Physics and Electronics Division will be merged to form this new Division.

b. The establishment of a CW-BW Branch in the Applied Sciences Division responsible for the surveillance and coordination of community intelligence activities in these critical areas of technical intelligence. The production of intelligence on CW-BW is generally considered to be the responsibility of the military departments. For this reason, Agency responsibilities in these fields are primarily directed at the surveillance and coordination of intelligence rather than at research and production. The latter activities will be engaged in only at the request of the IAC Agencies or to the extent necessary to fill clearly defined gaps in coverage. Confusion within the Office as to the distinction between these two types of responsibilities has in the past caused difficulties in dealings with the intelligence units of the Chemical Corps. Placing the coordination and surveillance responsibility for CW-BW in the Applied Sciences Division will fit into the general pattern of activities now carried on by the Air, Ground and Navy Branches of that Division and should clarify and improve Agency relations with the Military Departments in these key fields of intelligence.

c. The assignment to the Nuclear Energy and Guided Missiles Divisions of personnel in other components of the Office engaged in areas of intelligence research of major concern to the named divisions. The responsibilities of the two Divisions for guiding and supporting the activities of IAC Subcommittees requires that they be organized into vertical divisions fully competent to conduct all aspects

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of intelligence research, liaison and coordination. The centralization of Office personnel competent in these fields is a necessary and logical extension of this principle.

d. Continuation of the present Medicine Division with additional personnel to meet the new responsibilities under Section 43 of the NIS (Health and Sanitation), but with reassignment of those personnel in the Division now engaged in BW-CW activities to the enlarged ABD. Medical intelligence represents a unique area of Office responsibility requiring separate division status under a doctor of medicine for maximum effectiveness in the coordination of community activities.

e. The establishment of an Electronics Division composed of personnel in the present P&E Division engaged in technical rather than scientific activities. This new division will be concerned with such matters as Electronics Intelligence (ELINT), Electromagnetic Warfare (EMW) and certain other applied electronics problems.

f. The Intelligence Production Staff, the Support Staff and the Executive Officer will continue essentially as at present. An enlarged OAD will be established with sufficient slots and supergrades to provide for a Special Assistant, ELINT Staff Officer, and other Senior supervisors as future circumstances may require.

3. The primary motivation for these organizational changes stems of course from the developing Office Research and Production Plan (TAB A); however, a number of important additional advantages will also accrue to the Office. For example:

a. The span of management control will be reduced from twelve to nine units. The personnel and the work of the Office will be divided into two basic areas; the Fundamental Sciences Area and the Technical or "end Item" Area. Further reduction in the span of control may therefore be achieved at some future date by an amalgamation of the Nuclear Energy, Guided Missiles, Electronics and Applied Sciences Divisions. Problems created by independent IAC Subcommittees in several of these fields and personnel relationships indicate the desirability of deferring this step for the present.

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b. It points the way to the solution of most of the serious supervisory and personnel problems within the Office. The report of the IG, the high turn-over rate within certain Divisions of the Office, the status of morale in these Divisions, and other factors indicate clearly that the quality of supervision in the present Chemistry, Biology, Scientific Resources and Physics and Electronics Divisions must be improved. Under the proposed realignment, the present chiefs of Scientific Resources, Biology and Chemistry Divisions will be reduced to Branch chief level where for the present their supervisory actions will have less effect on the operations of the Office. In addition, it is anticipated that the separation of the present P&E Division into respective scientific and technological components will do much to alleviate the personnel unrest in that division. The present supervisors in P&E Division are exclusively electronics technicians and have been noticeably ineffective in dealing with individuals engaged in basic scientific research in such fields as mathematics, physics, meteorology, and geophysics.

c. By reducing the number of components within the Office, the proposed reorganization will provide for a more efficient utilization of administrative personnel and will enable the Office to reduce administrative and information control overhead by a minimum of six slots with a concomitant increase in professional strength. The Management Staff has assisted in a study of this aspect of the problem and concurs in this conclusion.

d. An organizational realignment at this time will provide the Office with an opportunity to revise the entire T/O in a systematic and efficient manner assigning personnel strength to divisions in terms of the research and production program and eliminating once and for all the archaic structures of the present T/O which is more a reflection of the respective recruiting capabilities of the Division chiefs than it is consistent with approved scientific and technical intelligence priorities. Pending development of the Office research and production program, many ad hoc adjustments have been made in the Office T/O to meet pressing problems in such fields as guided missiles, M.I.T., and BW. As a result of this piece-meal approach, the T/O has become most unwieldy and is in

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need of an immediate and thorough revision based upon certain orderly principles. This problem was further complicated by the forced reduction of the Office T/O to the approved ceiling in late 1954.

4. In summary then, this Office favors the organizational realignment submitted herewith for the following reasons:

a. It stems from and is consistent with the developing research and production plan.

b. It makes an initial reduction in the span of control.

c. It provides a means for solving most of the pressing supervisory and personnel problems.

d. It better defines areas of responsibility.

e. It makes more efficient use of administrative personnel.

f. It provides an opportunity for a logical revision of the Office T/O.

5. Since we are under an obligation to you to place our new research and production plan into operation by 1 July of this year, I hope you will be able to approve the proposed reorganization in principle prior to your departure on 8 June. The details can be worked out with DD/S and with your Special Assistants. This is a major and necessary step if we are to meet the 1 July deadline for the institution of the plan.

[redacted]

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H. MARSHALL CHADWELL
Assistant Director
Scientific Intelligence

CONCURRENCE:

Deputy Director/Intelligence

Enclosures: TABS A, B and C
OSI: [redacted] (6 June 1955)
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ENCLOSURES

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